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## **The Influence of Knowledge Sharing, Affective Commitment, and Meaningful Work on Employee's Performance**

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### **Abstract:**

**Purpose:** The research aimed to test the influence of knowledge sharing, affective commitment, and meaningful work on the performance of the employee. This study was conducted in Indonesia, specifically in the banking sector.

**Design/Methodology/Approach:** Data collection of this study used administered questionnaires among employees. Thus, 219 questionnaires were returned and analyzed using SmartPLS 3 software.

**Findings:** The study revealed that knowledge sharing and meaningful work significantly affect the performance of the employee. In contrast, affective commitment did not influence the performance of the employee. This study further showed that meaningful work mediated the correlation between knowledge sharing and the performance of employees.

**Practical implications:** This study's findings contribute to the literature review advancement related to the associations among knowledge sharing, affective commitment, meaningful work, and the performance of employees.

**Originality/value:** This paper is the first empirical study to uncover the impact of knowledge sharing, affective commitment, and meaningful work on the performance of employees in the Indonesian banking sector.

**Keywords:** Knowledge sharing, affective commitment, meaningful work, employee's performance.

**JEL codes:** D21, D22, D83.

**Paper type:** Research article.

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## **1. Introduction**

Well-perform employees can be the most crucial assets in the corporation, and knowledge sharing carries out an important task in influencing employee's performance and organizational success (Swanson, Kim, Lee, Yang, and Lee, 2020). It is no exception for organizations engaged in the service sector, which are faced with increasing market competition.

Knowledge is regarded as the most vital asset and resource for the organization. Knowledge sharing among employees becomes very important to achieve organizational efficiency and effectiveness. In the setting of organization, knowledge is shaped and maintained once employees initiate and communicate their knowledge toward others. Wang and Ahmed (2003) emphasized several contexts that are principle, where organizational knowledge is formed and communicated.

Knowledge sharing has been widely recognized as a very important social asset for the organization, which can improve the performance and drive the success of an organization (Masa'deh, Obeidat, and Tarhini, 2016; Razmerita, Kirchner, and Nielsen, 2016). Concurrently, the service in the banking sector is produced and consumed, resulting in relatively much space make various mistakes. Therefore, knowledge management, especially knowledge sharing, becomes very important to prevent failures and errors in service delivery. Therefore, this study seeks to test whether knowledge sharing positively affects employee performance, which is mediated by affective commitment and meaningful work.

## **2. Literature Review**

### **2.1 The Performance of Employee**

Performance is a collection of people's activities or acts in line with the objectives of the organization. Gavin, Frederiksen, Robbins, Pazol, and Moskosky (2017) consider performance as an aggregation of the outcomes of all organizational work activities and processes. As affirmed by Mathis and Jackson (2009), performance is associated with job quality, job quantity, job attendance, timeliness, job effectiveness, and job efficiency. It is extremely necessary for all companies to maintain a high standard of performance, as the performance of employees is linked to the sustained development of the organization directly (Burney, Henle, and Widener, 2009). Triggered by globalization, each corporation experiences an incredible burden to increase the general performance. In this condition, workers are required to build their resources of psychological and physical by stressing emotional bonds of high affective commitment, values' suitability, and culture in the corporation that is assumed to generate greater performance (Curcuruto and Griffin, 2018; Hirunyawipada and Xiong, 2018; Latan, Jabbour, de Sousa Jabbour, Wamba, and Shahbaz, 2018).

## **2.2 Affective Commitment**

Affective commitment explains the intimate and relational interaction bond of organization and employees. As stated by Bingham, Mitchell, Bishop, and Allen (2013), the emotional connection of the workers toward the association is signified as affective commitment. Glazer and Kruse (2008) consider affective commitment as an employee's desire to stay as part of the organization, work together for the corporation, and trust the organization's values and norms. Workers with affective commitment consistently desire to continue working in the association and love to be the association's member since they trust the association's values and norms (Ng and Allen, 2018).

Employees who own affective commitment recognize themselves in the association, take part in the activities of the association, and seek after the objectives of the association (Bingham *et al.*, 2013). Affective commitment is one main booster that causes workers to partake in increasing the association's performance. When workers are committed to the association concerning affective aspects, they will emotionally be inspired to exhibit their performance. Under academic examinations, researchers have given significant consideration to the connection between the commitment of the organization and the performance of the employee (Jaramillo, Mulki, and Marshall, 2005; Riketta, 2002). A positive attitude toward job and better performance were displayed by workers who have a high commitment toward organization compared to workers who are not committed (Harrison, Newman, and Roth, 2006; Meyer, Stanley, Herscovitch, and Topolnytsky, 2002).

## **2.3 Meaningful Work**

Meaningful work alludes to job experience specifically and owns a progressively positive significance for a person (Rosso, Dekas, and Wrzesniewski, 2010). Lysova, Allan, Dik, Duffy, and Steger (2018) define meaningful work as work that has significant personal value and is useful. Meaningful work is *eudemonic* (goal-oriented and growth-oriented), not *hedonistic* (pleasure-oriented). Lips-Wiersma and Morris (2009) identified four meaningful sources of work, namely a) being oneself and developing one's potential; b) unite with others; c) help others; and d) express themselves. Meaningful work experience creates a tension between the need to fulfill oneself (needs of the self/needs of being) and the need to fulfill others (needs for others/needs for doing) (Lips-Wiersma and Wright, 2012).

## **2.4 Knowledge Sharing**

Knowledge sharing is defined as giving knowledge and information to assist and cooperate with others to resolve issues, grow new thoughts, or apply work procedures and policies (Cummings, 2004). It also refers to social interaction culture involving the interchange of workers' experience, skills, and knowledge in a whole office or association (Lin, 2007). Sharing of knowledge happens when somebody is

eager to learn (e.g., gather information) and assist (i.e., contribute information) others in growing new capacities. It is a procedure where people exchange information and jointly generate new information. It signifies that knowledge sharing is a communication process between at least two people that involves "acquisition" (e.g., knowledge gathering) and "provision" (e.g., knowledge contribution) (Usoro, Sharratt, Tsui, and Shekhar, 2007).

### **3. Hypotheses Development**

#### **3.1 The Influence of Knowledge Sharing, Affective Commitment, and Meaningful Work on the Performance of Employee**

One of the ways to achieve a successful corporation is by constructing an environment-based knowledge sharing, where workers communicate the knowledge they have acquired and enable others to access their intellectual resources that are useful to improving their work. Previous studies (Masa'deh *et al.*, 2016; Sulistiyani, Udin, and Rahardja, 2018; Swanson *et al.*, 2020; Wahyudi, Udin, Yuniawan, and Rahardja, 2019) support training for employee - a formal kind of knowledge-sharing at the level of organization – which is very important to improve employee's performance and organizational performance. As the time knowledge is shared, workers will be able to access intellectual resources and acquire essential skills for increasing and improving their work. Therefore, the research hypotheses can be stated as follows:

*H1: Knowledge sharing significantly affect employee' performance;*

*H2: Knowledge sharing significantly affect affective commitment;*

*H3: Knowledge sharing significantly affect meaningful work.*

#### **3.2 The Influence of Affective Commitment on the Performance of Employee**

Meyer *et al.* (2002) deem substantial affective commitment able to enhance behavior conduct that is useful to achieve the objectives determined by the association. Workers own high enthusiasm levels to work and accomplish the objectives determined by association because they have a high affective commitment, resulting in the sense of belonging toward the association. Chang and Chen (2011) affirm that affective commitment has a reliable correlation to the performance of the employee. Employees who are committed have a more noteworthy inclination to work together reliably than what the association anticipates. This research result is likewise upheld by numerous examinations (Kim, 2014; Semedo, Coelho, and Ribeiro, 2016; Sharma and Dhar, 2016; Swalhi, Zgoulli, and Hofaidhllaoui, 2017; Udin, Handayani, Yuniawan, and Rahardja, 2017) that affective commitment affects employee' performance. Therefore:

*H4: Affective commitment significantly affect the performance of the employee.*

### **3.3 The Influence of Meaningful Work on the Performance of Employee**

In the context of organizational life, work feels meaningful when: (a) is seen as a useful pursuit for broader purposes; (b) provide opportunities for self-realization and self-actualization (Martela and Pessi, 2018). Meaningful work has been seen as a protective resource, to make unwanted conditions better (Lips-Wiersma and Wright, 2012), and as an important mediator variable that links job characteristics with work outcomes (Humphrey, Nahrgang, and Morgeson, 2007; Simonet and Castille, 2020). Therefore:

*H5: Meaningful work significantly affect the performance of the employee.*

## **4. Research Methods**

### **3.1 Research Samples and Data Collection**

A sample is a part of the population defined to generalize research results, while a population is a group of people who have shared and related qualities (Dornbos and LaPres, 2017). This study population was all employees who worked at Bank Rakyat Indonesia (BRI) in Central Java. This study sample employed a simple random sampling technique, determining 300 employees. From the results of the distribution of questionnaires, 219 questionnaires were declared eligible to be processed and analyzed. The majority of respondents in this study were women (57%) with undergraduate education (S1).

### **3.2 Measurement**

The questionnaire was spread to respondents, consisting of 17 question items. All question items were measured using a 5-points Likert scale, where one means strongly disagree, and five signifies strongly agree. Knowledge sharing was calculated by four indicators adapted from Kim and Lee (2013). The affective commitment was determined by employing four items that were adopted from Vandenberghe, Bentein, and Stinglhamber (2004). Meaningful work measurement involved five questions that were adapted from Steger, Dik, and Duffy (2012). Moreover, the performance of employees was gauged, utilizing four indicators that were adopted from the In-role Performance Scale (Ghosh, Sekiguchi, and Gurunathan, 2017).

### **3.3 Data Analysis Technique**

In this study, after data being collected, they were processed and then analyzed utilizing Structural Equation Modeling (SEM) with SmartPLS 3.0 software. PLS-SEM is one of the most useful analytical tools for elaborating theories in the study of management. PLS-SEM has a significant flexibility level for relations between data and theory, which particularly associated with the increasingly comprehensive

improvement of cause and effect pathways (Nitzl, 2016). Identification and other technical aspects do not constrain PLS-SEM, so it is conceivable to examine complex models with different indicators and constructs (Rigdon, 2014).

## 5. Results and Discussion

The data analysis findings in this study through the SmartPLS 3.0 software are detailed in Tables 1-3 below.

**Table 1.** *Cross Loadings among Variables*

	<b>Affective Commitment</b>	<b>Employee Performance</b>	<b>Knowledge Sharing</b>	<b>Meaningful Work</b>
AC1	0.778			
AC2	0.558			
AC3	0.802			
AC4	0.809			
EP1		0.566		
EP2		0.849		
EP3		0.692		
EP4		0.839		
KS1			0.553	
KS2			0.756	
KS3			0.738	
KS4			0.796	
MW1				0.637
MW2				0.712
MW3				0.738
MW4				0.759
MW5				0.718

*Source: Own.*

Table 1 shows that the loading factor of all indicators for each variable is good, which is above 0.5. It indicates that these indicators are very feasible to be used in this study.

**Table 2.** *Validity and Reliability Test*

<b>Construct</b>	<b>AVE</b>	<b>Composite Reliability</b>	<b>Cronbach' Alpha</b>
Affective Commitment	0.554	0.829	0.724
Employee Performance	0.556	0.830	0.724
Knowledge Sharing	0.514	0.806	0.691
Meaningful Work	0.509	0.838	0.762

*Source: Own.*

Table 2 confirms that each variable has a value of AVE > 0.5, which means this study data have good validity. Likewise, the values of composite reliability and

Cronbach alpha > 0.6, which indicates high reliability. With this in mind, this research is very feasible to proceed with hypothesis testing.

**Table 3.** *Path Coefficients*

Hypotheses	Original Sample	Sample Mean	Standard Deviation	$\beta$
Knowledge Sharing $\rightarrow$ Employee Performance	0.299	0.303	0.135	2.219
Knowledge Sharing $\rightarrow$ Affective Commitment	0.735	0.748	0.029	25.311
Knowledge Sharing $\rightarrow$ Meaningful Work	0.648	0.663	0.043	15.134
Affective Commitment $\rightarrow$ Employee Performance	0.140	0.141	0.174	0.808
Meaningful Work $\rightarrow$ Employee Performance	0.356	0.356	0.195	1.827

**Source:** *Own.*

From Table 3, the hypothesis testing results show that of the 5 hypotheses proposed in this study, H4 ( $\beta = 0.808$ ) is rejected, while H1 ( $\beta = 2.219$ ), H2 ( $\beta = 25.311$ ), H3 ( $\beta = 15.134$ ), and H5 ( $\beta = 1.827$ ) are accepted. Based on the r-square value, knowledge sharing affects affective commitment by 53.9%, meaningful work by 42.1%, employee performance by 52.6%, and the rest are influenced by other factors that have not been explored in this study.

The results of this study confirm that affective commitment is developed on the grounds that a person's values correspond to the organization's interest. Affective commitment happens when people recognize the association's values and goals, in which people feel that they are parts and members of the association and that the association thinks about their conditions (Casimir, Ng, Wang, and Ooi, 2014). People who are emotionally committed to the association will be glad to proceed with their participation in the association and respect each issue in the association as their concern also. Thus, they will be completely engaged with the association and glad to work for the association (Ugboro, 2006).

Knowledge sharing encourages workers to regularly communicate with coworkers with full involvement in creative work behavior. When employees share knowledge, their access is more open to relevant knowledge possessed by coworkers so that it can spur cognitive abilities to overcome various difficulties at work (Wang and Noe, 2010). Sharing knowledge can also help employees in controlling and managing work difficulties because they can consult with others and learn more about how to overcome challenges when they start working (Cabrera and Cabrera, 2005). Likewise, the support experienced by employees through open communication can produce positive energy that can encourage higher work creativity.

Employees always hope that their work is more meaningful and not just a source of income (Dik, Duffy, and Eldridge, 2009). Employees gain meaning from work when they have the opportunity to really involve themselves in significant job activities (Steger, Littman-Ovadia, Miller, Menger, and Rothmann, 2013). When work has a more important place in the lives of employees, they tend to invest themselves totally in work. In fact, meaningful work can be considered as a motivating force that drives organizational commitment and employee involvement in their work. Likewise, Steger, Dik, and Duffy (2012) assert that workers who experience meaning in work, they could show a higher commitment to the work and organization.

## 6. Conclusion

This research concludes that knowledge sharing and meaningful work significantly affect the performance of the employee. In contrast, affective commitment had no effect on the performance of the employee. Further, this study uncovered that meaningful work mediated the correlation between knowledge sharing and the performance of employees. This study results contribute to the literature review advancement related to the correlations among knowledge sharing, affective commitment, meaningful work, and employee performance.

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